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EXHIBIT 8

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Organization File

October 25, 1961

Honorable John F. Kennedy
The White House
Washington, D. C.

My dear Mr. President:

In compliance with your request, I enclose an original and two copies of a memorandum which you will wish to use in your conference with the new Director of the Central Intelligence Agency. This contains five points which I believe to be of the most importance as the new Director assumes his responsibilities. The memorandum is in such form that you can give a copy of it to the new Director, if you wish.

I know you will call upon me if I can be of any further assistance.

Respectfully yours,

Clark M. Clifford

Clark M. Clifford

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MEMORANDUM ON CENTRAL INTELLIGENCE AGENCY

For a new man assuming the responsibility of the directorship of the Central Intelligence Agency, the following five items would appear to be the most important subjects to which his attention should be directed as he takes over the duties of Director.

1. Redefining the Role of the Director
of the Central Intelligence Agency

The Director of the Central Intelligence Agency should be designated by the President as the chief Intelligence officer of the United States Government, having as his primary responsibility the coordinating of the total foreign intelligence effort. Although the new Director of Central Intelligence Agency should continue to have over-all responsibility for the Central Intelligence Agency, the Director should assign to the Deputy Director the day by day operational direction of the Agency. This is necessary because there is a crying need for coordination and over-all direction of the various agencies operating in the intelligence field.

It would be advisable to have the new Director of Central Intelligence housed in the Executive Office Building in order to

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be closer to the President and to emphasize his role as chief Intelligence officer of the United States.

In order that the President have the best intelligence information possible, the Director of Central Intelligence should be responsible for assuring the timely flow of intelligence to the White House. He should oversee the preparation of the national intelligence estimates and should provide the intelligence briefings required by the President and other White House officials.

2. Internal Organization of the
Central Intelligence Agency

The new Director of Central Intelligence should undertake at once organizational studies which would result in a strengthening of the Central Intelligence Agency. He should consider the question of the proper alignments within the organization and the proper staffing. Particular attention should be given to the budget and the number of personnel employed within the Agency. It is possible that benefit would result from relocating clandestine activities and covert operations to points outside of Washington in an effort to achieve deeper cover for such activities. More emphasis must be given to acquiring "hard" intelligence essential to the national security. In this connection, attention must be directed toward the expansion of those advanced scientific and

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technical projects which are proving to be so valuable in the procuring of "hard" intelligence.

Y 3. Restoring Public Confidence

In the Central Intelligence Agency

The new Director and the President will wish to work closely together to effect the restoration of public confidence which is so badly needed. As top coordination and direction is given to the over-all intelligence effort, the product will improve and the operation will become more efficient. This can serve as a basis for improving the reputation of the Agency and the morale within it.

4. Reducing Visibility of Intelligence Officials

The advent of a new Director of the Central Intelligence Agency is an opportune time to take steps in the direction of reducing the visibility of all foreign intelligence activities. In this regard, intelligence officials will desire to refrain from making public speeches; also, the President and the new Director will wish to work together in an endeavor to reduce the number of appearances of the Director of Central Intelligence, and other intelligence personnel, before congressional committees.

5. Congressional Investigation of Intelligence Activities

From time to time, the Institute Investigates a joint congressional effort must be seriously hampered by intelligence activities.

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From time to time, efforts are made in Congress to institute investigations of intelligence activities or establish a joint congressional committee on foreign intelligence. Such efforts must be stoutly and intelligently resisted for they could seriously hamper the efficient and effective operation of our intelligence activities.